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2 JUL 1964

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MEMORANDUM FOR: Deputy Director for Support

SUBJECT : JOT Program

Your memorandum of 12 June 1964 requested our views about the feasibility and desirability of accomplishing the purposes set forth in Recommendation No. 15 in the Inspector General's Survey of the Office of Personnel. Our comments are keyed to each of the five paragraphs of the Recommendation:

15 a. Recommendation: "Review the respective roles of the Office of Training and the Office of Personnel in the Career Officer Trainee Program, and ensure that the latter office has a sufficient role in the selection, scheduling and assignment of officers in the program."

Comment: While we have at this time no specific changes in our role to propose beyond those already in progress or presently contemplated, this is an area of extreme importance to Personnel that will engage our close attention on a continuing basis. Of special concern to us are selection standards and procedures, particularly now that the COT Program is being extended to a number of career fields in DD/S, DD/I, and DD/S&T where it has had relatively little impact in the past. We expect to continue working as full partners with OTR in the further development and refinement of these procedures.

15 b. Recommendation: "Take such additional steps as are necessary to resolve unresolved questions of requirements, qualifications, training, sources and selection procedures for trainees under the new program."

Comment: Deputy Directorates have now supplied the initial requirements and qualifications information that we needed to recruit against new quotas established for the expanded COT Program. Their statements were completed in early June. Of course, some of them will have to be updated and refined as we gain experience with certain career groups, but I believe a good start has been made.

The ideas expressed by the IG regarding "internal trainees" and "new selection procedures" (paragraphs B-3d and e) are in general accord with our own and, naturally, we will work for their acceptance. These are long-term objectives, however, that may take quite some time to fulfill.

15 c. Recommendation: "Review the Career Officer Trainee Program in January 1965 to ensure that it is being carried out in accordance with the objectives stated in the memorandum approved by the DDCI dated 25 February 1964, Recruitment of Young Officers."

Comment: Concur.

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15 d. Recommendation: "HN [REDACTED] Applications for Junior Officer Trainee Program which expired on 1 January 1964, should be revised to reflect changes in the program and given wide distribution both in the field and at Headquarters."

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Comment: A re-draft of HN [REDACTED] done by OTR got our concurrence several weeks ago and presumably is now in the final stages of Agency coordination.

15 e. Recommendation: "Instruct the Director of Personnel, in collaboration with the Heads of Career Services and the Director of Training, to recruit young officers with potential as Career Officer Trainees for selected jobs in all Directorates where they can serve while gaining on-the-job experience to establish their qualifications for the COT Program."

Comment: We are in general agreement with this objective to the extent that suitable vacancies can be found for such young officers, because they certainly will strengthen our overall staffing program and, in addition, represent a valuable reservoir of potential COT's. We must not be tempted to use such a plan, however, to justify setting arbitrary age and CIA experience requirements for COT's. The COT Program must remain open to all comers on a "best qualified", competitive basis irrespective of whether candidates are "internal" or apply from outside the Agency. At the same time, we should be perfectly willing to permit the less mature candidates who don't make COT on their first try to compete for other available vacancies then, if hired, try again later for COT. The two programs, properly managed, can be entirely complementary and I therefore welcome the instruction the ID recommends.

Emmett D. Echale

Emmett D. Echale
Director of Personnel

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OP/PRS [REDACTED]:laj (30 June 64)

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